

# The ISSA – your partner in excellence in social security administration

33rd ASSA Board Meeting and Conference  
21-23 September 2016  
Manila, Philippines

# Why excellence?

- public expects it
- the job demands it

**The ISSA – your partner for  
excellence in social security**



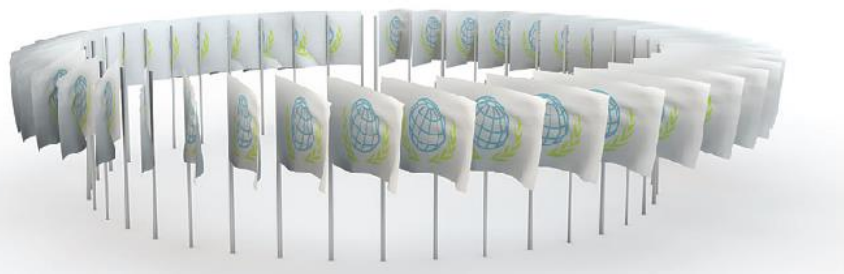
# The International Social Security Association

The **ISSA** is the world's leading international organization for social security institutions, government departments and agencies.

The ISSA promotes excellence in social security administration through professional guidelines, expert knowledge, services and support



## The ISSA at a glance



Founded in

**1927****322** member organizations**156** countries**HQ** ILO Geneva**17**  
Liaison Offices  
and Focal Points**1500+**participants in ISSA events each year  
(average)**45**  
Staff in Secretariat

# Key challenges in the Asia-Pacific region



## External challenges to social security organizations in Asia-Pacific (scale of 1- 5)

- Changing public attitudes to social security - 3.81
- Fiscal environment - 3.66
- Demographic evolution - 3.60
- Adapting benefits to new and evolving needs - 3.57
- Labour market situation - 3.49
- Extending social security coverage - 3.36
- Developing schemes outside formal structures - 3.30
- Lack of political will to develop social security - 2.87



## Internal challenges to social security organizations in Asia-Pacific (scale of 1- 5)

- Improving service accessibility and quality – 4.15
- Identifying error, reducing fraud, improving compliance - 3.66
- Building/strengthening public trust – 3.96
- Improving governance - 3.91
- Managing innovation and technological developments - 3.91
- Development of human resources - 3.91
- Planning/implementing social security reform - 3.91
- Strengthening collaboration/partnership with external - 3.83
- Policy-making to improve/extend scheme - 3.80
- Responding to evolving client/public demands - 3.78
- Adequacy of financial resources – 3.62
- Managing organizational change – 3.61
- Building/implementing new business areas – 3.57
- Identifying administrative solutions to reach out to populations - 3.22

# Addressing key challenges – The ISSA's support

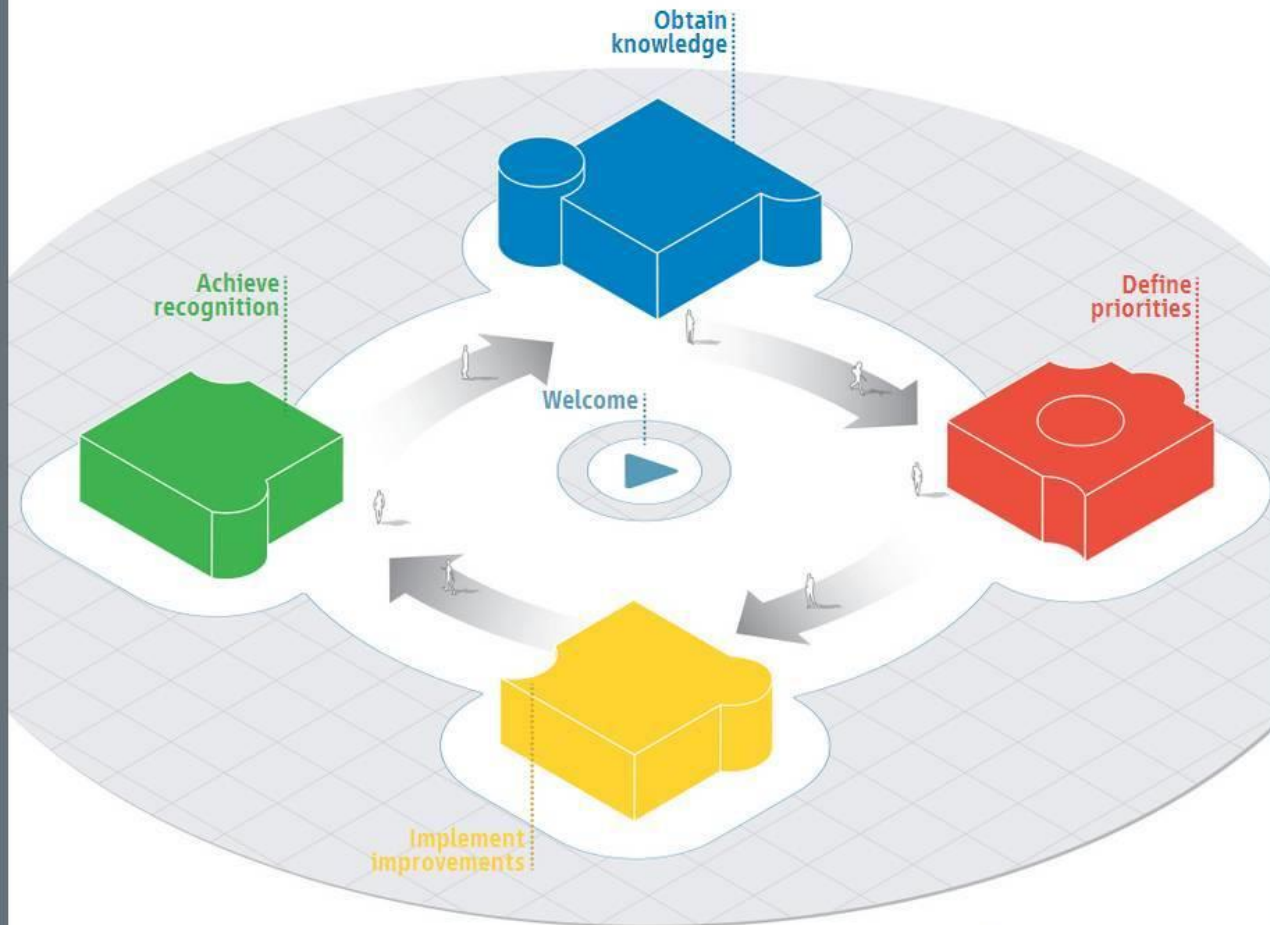




# The ISSA Centre for Excellence:

A roadmap to good  
governance, high  
performance and  
service quality in  
social security  
administration





Home



Guidelines



Self-assessment



Barometer



Academy



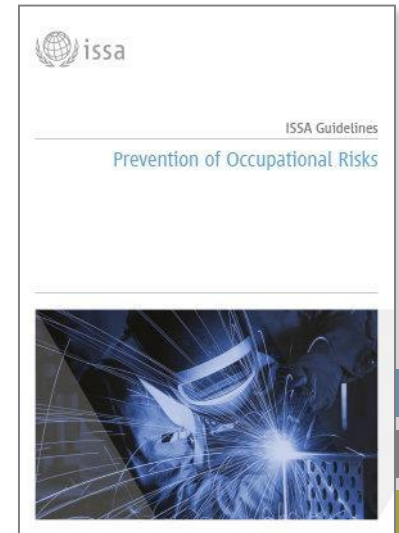
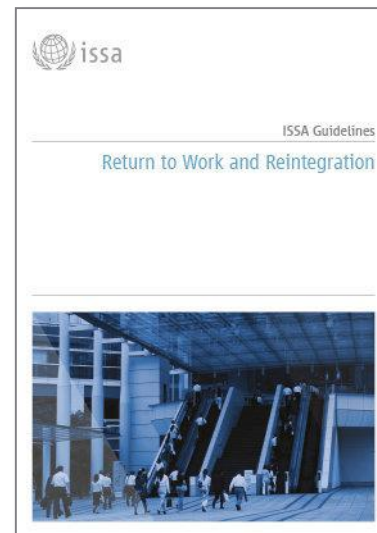
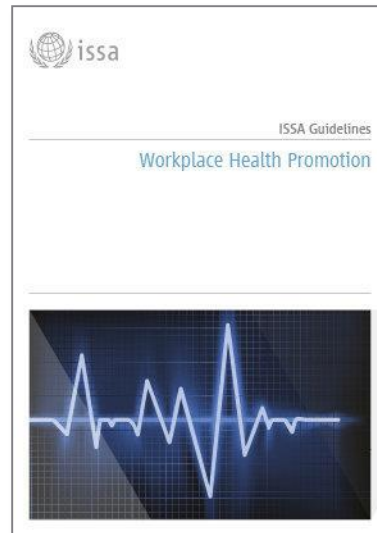
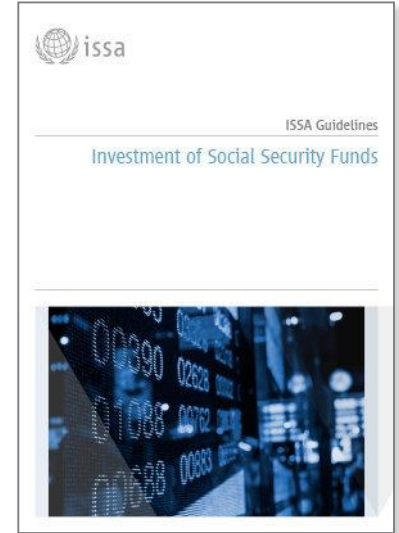
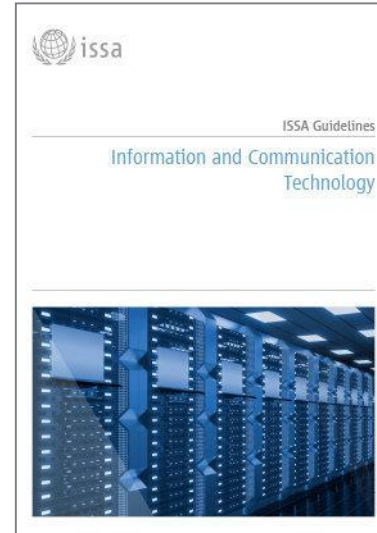
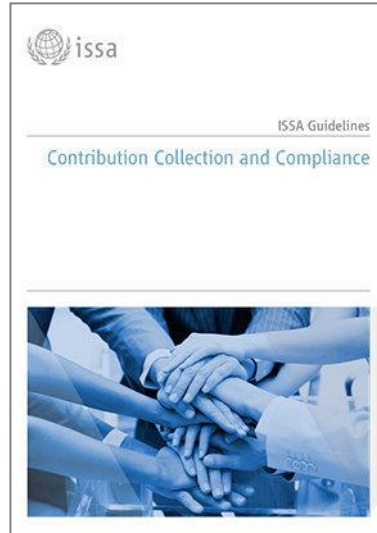
Support Centre



Recognition



# The ISSA Guidelines



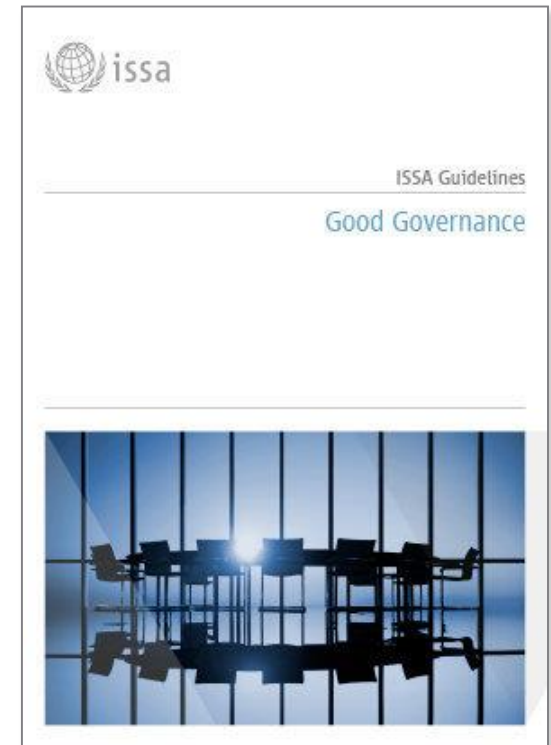
## The ISSA Guidelines

### Guidelines available for 8 core areas:

- Good Governance
- Service Quality
- Information and Communication Technology
- Contribution Collection and Compliance
- Investment of Social Security Funds
- Return to Work and Reintegration
- Workplace Health Promotion
- Prevention of Occupational Risks

### New Guidelines to be launched in Nov 2016:

- Actuarial Work for Social Security
- Promotion of Sustainable Employment
- Communication by Social Security Administrations
- Administrative Solutions for Coverage Extension



# Members speak on impact

**Achieved decreased political interference and reduced instability**

We have achieved improved contribution and compliance rates

**Helped actual crafting of our Investment policy and enhance risk management**

**Used the Guidelines to develop quality customer standards for a new service delivery model**

Helped clarify board/management roles and eliminated conflicts of interest

**Guidelines helped us in strategic planning, goal setting and establishment of assessment criteria**

Implemented a new programme for return to work and re-integration

**Guidelines resulted in an amendment of the Directive section on occupational diseases**



## ISSA Guidelines with concrete impact on member organizations in Asia and the Pacific

- Good governance 26 institutions
- Service quality 23 institutions
- Investment 21 institutions
- ICT 20 institutions
- Return to Work 19 institutions





# Self-assessment





# ISSA Guidelines on Investment of Social Security Funds

## Guideline 1. Investment beliefs

**Strong investment beliefs that command institution-wide support, are aligned with objectives and inform all investment decision-making, are agreed and documented.**

Investment is essentially about making judgements and decisions in the present, typically with reference to the past, to cope with or exploit an uncertain future. Investors do this by using their underlying beliefs about how the world works. The quality of those underlying beliefs is a major determinant of success in investment.

Beliefs are working assumptions about the investment world that underlie investment decisions. When developed and shared, help make goal setting and decision-making more effective. They can accurately describe future outcomes, secure organization-wide support and are documented. Investment decisions are based on beliefs; however, all too often these beliefs are implicit, undocumented or unstructured. Investment beliefs should reflect views on the overall investment goal of the fund and governance areas as well as beliefs on alpha and beta which will drive the investment approach and strategy.

Select your level of priority and implementation

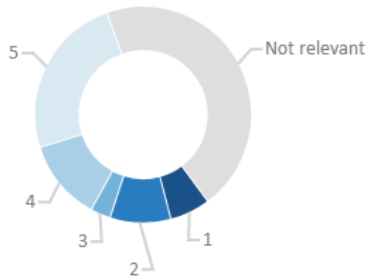
- ▶ Structure
- ▶ Mechanism
- This guideline is relevant for me
- ? Your priority       1    2    3    4    5
- ? Your implementation       1    2    3    4    5

Next guideline ▶

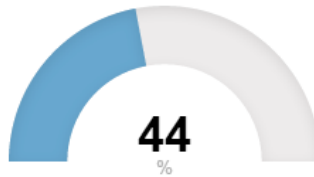


## ISSA Guidelines on Investment of Social Security Funds

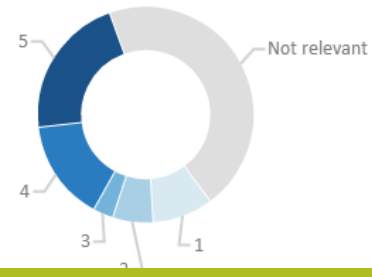
Implementation



Implementation level



Priority



Receive an on-line action plan

### Action plan

Guideline 27. Direct investment and representation on the board of companies	◆			
Guideline 5. Governance structure and organizational aspects of social security institutions		◆		
Guideline 21. Performance and risk analysis monitoring and reporting				◆
Guideline 28. Currency hedging				◆
Guideline 1. Investment beliefs			◆	
Guideline 3. Bodies and their responsibilities				◆
Guideline 19. External safekeeping measures and custody of assets				◆
Guideline 31. Alignment of incentives of external fund managers and objectives of the social security...	◆			



# The ISSA Academy

## The ISSA Academy

- **Workshops** to exchange experiences and identify practical solutions to implement improvement initiatives
- **24 workshops** from Oct 2014 – July 2016
- **404 managers, 125 member organizations, 85 countries**





## The ISSA Academy Diploma Programme

### Accredited training partners

- ILO International Training Centre, Italy
- ProMOT & Social Security, Russia
- IAG/DGUV, Germany
- EN3S, France
- CIESS Mexico
- Muhanna Foundation, Lebanon



## Academy diploma programme

Training partner	Number of participants				
	Africa	Americas	Asia-Pac	Europe	Total
	113	26	31	5	175
<b>2015</b>					
<u>EN3S</u>					
1. Training course on CCC	17	0	0	0	17
<u>ILO International Training Centre</u>					
1. Training course on ICT	8	1	2	0	11
2. Training course on Investment	15	0	0	1	16
3. Training course on CCC	28	3	9	0	40
<b>2016 (1st half of the year)</b>					
<u>CIESS</u>					
1. Training course on GGG	0	13	0	0	13
<u>EN3S</u>					
1. Training course on CCC	17	0	0	0	17
<u>ILO International Training Centre</u>					
1. Training course on ICT	6	1	2	2	11
2. Training course on Investment	7	3	2	1	13
3. Training course on CCC	10	4	13	1	28
4. Training course on GGG	5	1	3	0	9

## The ISSA Technical Advice & Support Centre



### Support Centre

- Provides technical advice and support to members working on administrative improvements
- Facilitates access to external experts or to experienced member institutions
- Over 130+ requests since Feb 2014 launch
- Requests reflect diversity of member challenges







# ISSA Recognition

## ISSA Recognition

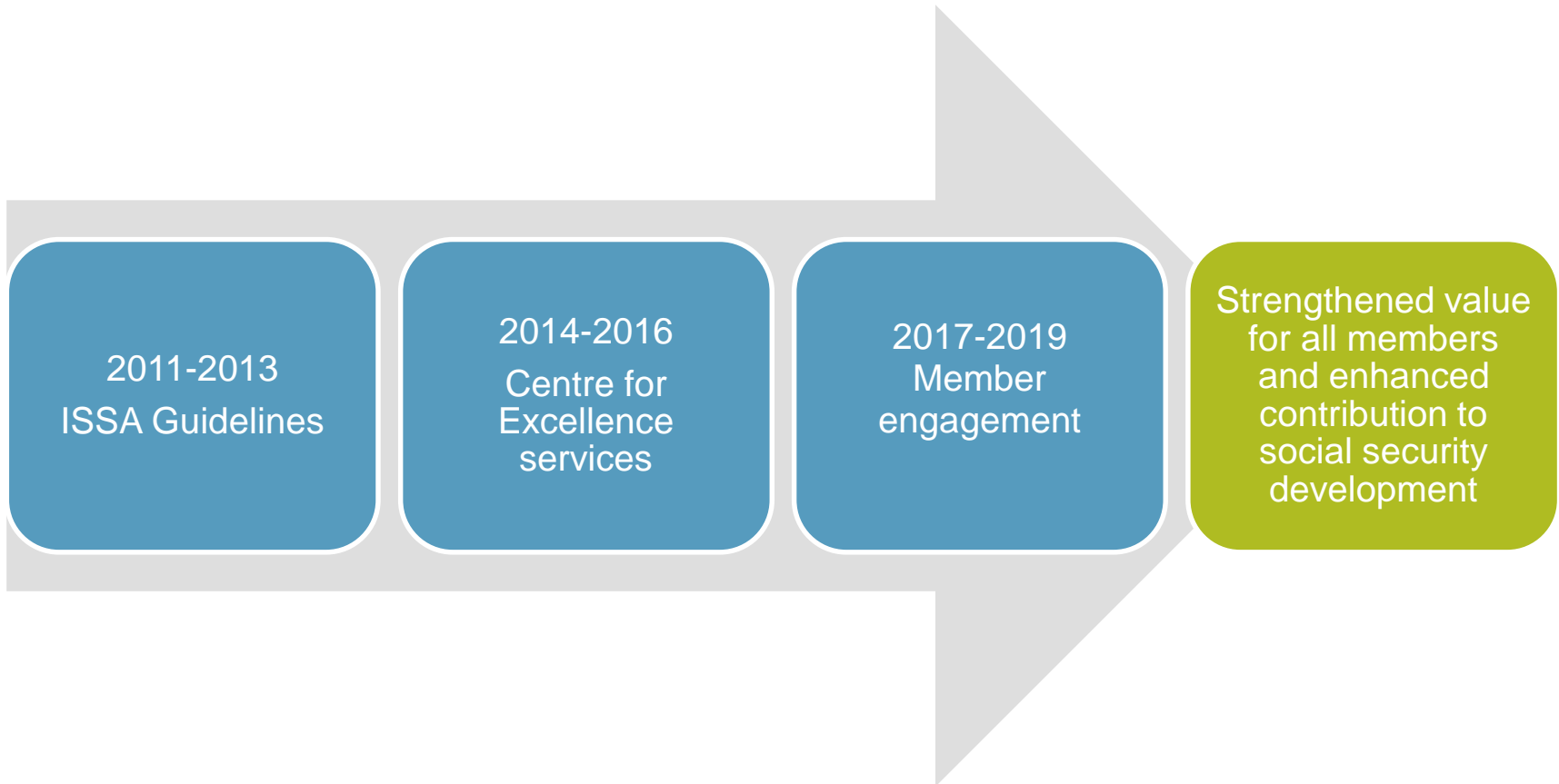


**Recognition**

- Formal recognition by the ISSA of member institutions that abide by the ISSA Guidelines
- Assessment by an external panel of experts
- ISSA Recognition programme to be launched at the WSSF Panama
  - Contribution collection and compliance
  - Good governance
  - Information & communication technology
  - Prevention
  - Service quality



## ISSA – your partner for excellence in social security



# The World Social Security Forum 2016



*Transforming lives. Shaping societies.*

# The host: Social Insurance Fund of Panama



***Humanizándonos***

# The venue: The Westin Playa Bonita hotel



# The 2016 WSSF programme

## DAY 1

- Welcome, setting the context
- Global analysis

## DAY 2

- Leadership and innovation
- General Assembly

## DAY 3

- Centre for Excellence
- ISSA Guidelines

## DAY 4

- Positive impact of social security
- Key issues in social security

## DAY 5

- Future vision
- Elections





World Social Security Forum  
PANAMA CITY ★ PANAMA ★ 14-18 NOVEMBER 2016

Forum mondial de la sécurité sociale  
VILLE DE PANAMA ★ PANAMA ★ 14-18 NOVEMBRE 2016

Foro Mundial de la Seguridad Social  
CIUDAD DE PANAMÁ ★ PANAMÁ ★ 14-18 NOVIEMBRE 2016

Weltforum für soziale Sicherheit  
PANAMA-STADT ★ PANAMA ★ 14.-18. NOVEMBER 2016

*¡Nos vemos en Panamá!*

[www.issa.int/WSSF2016](http://www.issa.int/WSSF2016)



**Thank you**



[www.issa.int](http://www.issa.int)

# Programme, WSSF 2016

	AM	PM
Sunday, 13 Nov	<i>Registration</i>	<b>113th Bureau meeting*</b>
Monday, 14 Nov	Opening ceremony	<b>Plenary session:</b> <i>Key challenges for social security in a changing world</i>
Tuesday, 15 Nov	<b>32nd General Assembly</b>  <b>Plenary session:</b> <i>Leadership and innovation</i>	<b>Parallel sessions:</b> <ul style="list-style-type: none"> <li>• <i>Human resources: Developing a culture of innovation</i></li> <li>• <i>Leading or following? Technical innovation and ICT</i></li> <li>• <i>Evolving expectations: Innovation in user-centred service delivery</i></li> <li>• <i>Innovative approaches to tackle error, evasion and fraud</i></li> </ul>

	AM	PM
Wednesday, 16 Nov	<p><b>Plenary session:</b> <i>The ISSA Centre for Excellence</i></p> <p><b>Interactive sessions:</b></p> <ul style="list-style-type: none"> <li><i>The new ISSA Guidelines</i></li> <li><i>Journey to excellence: ISSA member services and support</i></li> </ul>	<p><b>Interactive sessions (continued)</b></p> <ul style="list-style-type: none"> <li><i>The new ISSA Guidelines</i></li> <li><i>Journey to excellence: ISSA member services and support</i></li> </ul> <p><b>Plenary session:</b> <i>Partnership for excellence: Celebrating achievements, looking to the future</i></p>
Thursday, 17 Nov	<p><b>Plenary session:</b> <i>The positive impact of social security</i></p> <p>The ISSA Award for Outstanding Achievement in Social Security</p>	<p><b>Parallel sessions:</b></p> <ul style="list-style-type: none"> <li><i>Closing the coverage gap: Health and long-term care</i></li> <li><i>Sustainability and adequacy of pensions: New perspectives</i></li> <li><i>Preparing tomorrow: Investment in families, children and young adults</i></li> <li><i>Social security: Fostering activity and employment</i></li> </ul>
Friday, 18 Nov	<p><b>World Social Security Summit</b></p> <p><b>Closing session</b></p>	<p><b>36th Council Session*</b></p> <p><b>114th Bureau meeting*</b></p>